

# *The Senior Trainer*

## CORE VALUES

### Making Core Values Make Sense

The concept of core values has permeated military affairs. In addition, most businesses have articulated what they believe to be a framework for behavior and performance. Every armed service has articulated their own unique, but common in spirit, set of core values for their members to live by. Civil Air Patrol has its own set of Core Values:

**Integrity, Volunteer Service, Excellence, and Respect.** These core values have been set forth as "fixed stars" to guide us in our conduct as we perform our vital public service. But more importantly, adhering to these core values (or the similar core values of your place of worship and workplace) will enrich your life and those you interact with on a daily basis.

Core values is very important within the military community. The Department of Defense (DOD) holds the annual Joint Services Conference on Professional Ethics (JSCOPE) to discuss the implications of ethics on the military services. Core Values is always a featured topic, because of its focus on the articulation of ethical codes within the military. Academic papers are submitted for presentation to the conference, by all of America's armed services, the Coast Guard, and armed services from other friendly nations.

Core values establishes a common set of expectations of conduct for all members. The

meaning and power of the values CAP has chosen: INTEGRITY, VOLUNTEER SERVICE, EXCELLENCE, and RESPECT are easily inferred by all who read them. These words effectively replace dozens of pages of directives, and simply articulate what's right and what's wrong, and form a tool by which conduct is measured. They are the embodiment of how CAP members are expected to treat each other and the people they come in contact with -- of man's expectations of fellow man.

You expect the people you do business with to be honest with you (*integrity*), or you don't do business with them. You expect them to go out of their way to meet your needs (*volunteer service*). You expect quality and reliability from their products (*excellence*). And, you expect them to recognize and appreciate the fact that you don't have to buy from them (*respect*) if they provide a poor level of service. The application of core values into daily life is just as easily applied to personal relationships, dealings at school, and time at play with other people.

Now let's consider unit applications. Would you want a commander who looked out for their own welfare before that of the unit? If you are a commander, how long would you tolerate a staff officer or member who stole from unit dues, cheated on a test, or lied to you about the status of a project? Would a breach of integrity have to be that serious before you decided to take action? If you didn't take action, what kind of message about integrity

would YOU be sending to other unit members?

If you are a regular unit member, would you try to do what's best for the unit, even if meant some inconvenience? How about something minor, like giving up a Saturday to take cadets on a field trip. How about something not so minor, like going out at 0200 on a cold January morning to search for an ELT, even though you know with 99% certainty that it would be a false alarm. How would you know it WASN'T real? You can see the implications of volunteer service.

How do you feel when you know your job better than anyone else and you deliver the goods every single time? How do you feel when you are just learning the job, are challenged and try your best, and succeed? How do you feel when you are the best, coast on an assignment, just go through the motions, and make a mistake you KNEW didn't need to occur? Would you agree that excellence means perhaps not being the best at something, but giving it everything you have regardless?

Which commander would you rather work for: someone who inspires you, appreciates the work you do, is calm and fair, and shows that appreciation to you and others? Or would you rather work for a commander who is quick tempered and doesn't control it, doesn't have a clue about what you are doing, EXPECTS respect though you know they have little respect for you, and relies on intimidation to achieve results? Which type of commander would you rather be?

## ACTIVITIES

implications. It is not a vague concept or a mantra to be repeated in hopes that someday it'll catch on. Core values – CAP's or any other – requires a cultural commitment to decency, a personal commitment to treat others as you would like to be treated, and an organizational commitment to deliver services of the quality that you would expect to have for yourself. Core values require that you do the best you can to embody its principles, even, as former Air Force Chief of Staff General Ronald Fogleman said, "when no one else is watching."

## CAP Senior Member Activities for 2000

Civil Air Patrol has a wide variety of senior member training activities during the summer and fall of 2000. Some activities, like Squadron Leadership School and Corporate Learning Course, are held at the wing level. Others, like National Staff College, or the new National Inspector General College, are administered by HQ CAP. Below, you'll find a brief description of many senior activities available this year, along with the dates of the national level schools.

**Squadron Leadership School (SLS):** The SLS is a 16-hour wing-administered course designed to enhance a senior member's performance at the squadron level through the examination of squadron operations. To attend, seniors must have completed Level I and be enrolled in a specialty track.

**Corporate Learning Course (CLC):** The CLC is a 12-16-hour course exploring wing-level operations, and the wing's relationship to the squadron. To attend, seniors must have a Technician

rating in a specialty track and have attended an SLS.

**Region Staff College (RSC):** RSC is a one-week residence program designed to prepare selected officers to execute duties and responsibilities associated with CAP command and staff assignments. The course's main focus is on leadership and management topics, and its application at the wing and region level. To attend, seniors must have completed Level III of the Senior Member Training program and presently hold a command or staff assignment. Contact your wing for more information on the RSC to be held in your region.

**Chaplain Service Region Staff College (CRSC):** The CRSC is a residence course designed to provide chaplains and moral leadership officers with training necessary to make them more effective spiritual representatives in CAP. Contact your region chaplain, the CAP homepage, or (Ch) LtCol Ken Colton at HQ CAP for more information on attendance requirements and course sites near you.

**Unit Commanders Course (UCC):** Presently in field tests in selected wings across the country, UCC is a wing-administered 16-hour course designed to give new and future squadron commanders with a basic understanding of command functions. The course presents an overview of squadron command issues as well as basic leadership and management orientation. Attending seniors must have completed Squadron Leadership School. Though not mandatory, seniors should also complete ECI-13, CAP Senior Officer Course before attending.

**National Inspector General College (IGC)** The new IGC is a one-week national-level course (held bi-annually), and is being conducted this year at Kirtland AFB, NM (from 13 – 18 June 2000). It is designed to give CAP Inspectors General and investigating officers a comprehensive understanding of the inspector general system and

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**National Staff College (NSC):** NSC is the executive-level, one-week residence course for senior members who aspire to CAP's highest leadership positions, and is held annually at Maxwell AFB, AL. NSC is designed to give field grade officers the types of developmental experiences required to manage complex programs, and contains advanced studies in management, communications, and leadership. Attendees must hold the grade of major or above and have completed a Region Staff College (or equivalent). CAP commanders at all levels who meet the prere-quisites are especially encouraged to apply. This year, NSC will be held at Maxwell from 21 – 28 October. For more information, access the NSC homepage at [www.nsc.cap.gov](http://www.nsc.cap.gov), or

contact Senior Programs at 334-953-7584.

More information on these courses, including application procedures and course prerequisites can be obtained from the January 2000 edition of the CAP News, CAP's homepage at [www.capnhq.gov](http://www.capnhq.gov), CAPR 50-17, CAP Senior member Training Program, or by contacting your wing senior programs officer.

In addition to the courses listed above, CAP commands at all levels will be holding various courses related to Cadet Programs, Aerospace Education, and Emergency Services. While some of the courses will be held at national and region level, many of these will be held in your own back yard. Contact your wing for local training opportunities.

We hope that you will take advantage of these outstanding programs. The small investment you make by attending will pay off large dividends by making you a more effective CAP member.